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Annual Report 1984

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The General Administration

Board of the Graduate School, USDA, is appointed by the Secretary of Agriculture, John R. Block. The Board functions similarly to the Board of Trustees of a college or university.

*New Member 1983-84

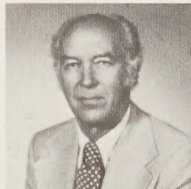
Raymond D. Lett, Chairman
Executive Assistant to the
Secretary of Agriculture



Orville G. Bentley*
Assistant Secretary for
Science and Education
U.S. Department of Agriculture



Norman A. Berg
Senior Advisor
American Farm Land Trust



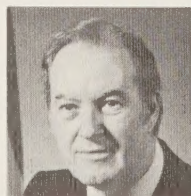
Orion L. Birdsall
Deputy Assistant Commissioner
Human Resources
Internal Revenue Service



Loretta Cornelius
Deputy Director
Office of Personnel Management



J. Craig Cumbey
Deputy Assistant Secretary
of the Air Force for
Civilian Personnel Policy



John J. Franke, Jr.
Assistant Secretary for
Administration
U.S. Department of Agriculture



Harry S. Havens
Assistant Comptroller General
for Program Evaluation
U.S. General Accounting Office



Mary Jarratt
Assistant Secretary for
Food and Consumer Services
U.S. Department of Agriculture



Raymond Kline
Deputy Administrator
General Services Administration



Frank W. Naylor, Jr.
Under Secretary for
Small Community and Rural Development
U.S. Department of Agriculture



Daniel Oliver*
General Counsel
U.S. Department of Agriculture



R. Max Peterson
Chief, Forest Service
U.S. Department of Agriculture

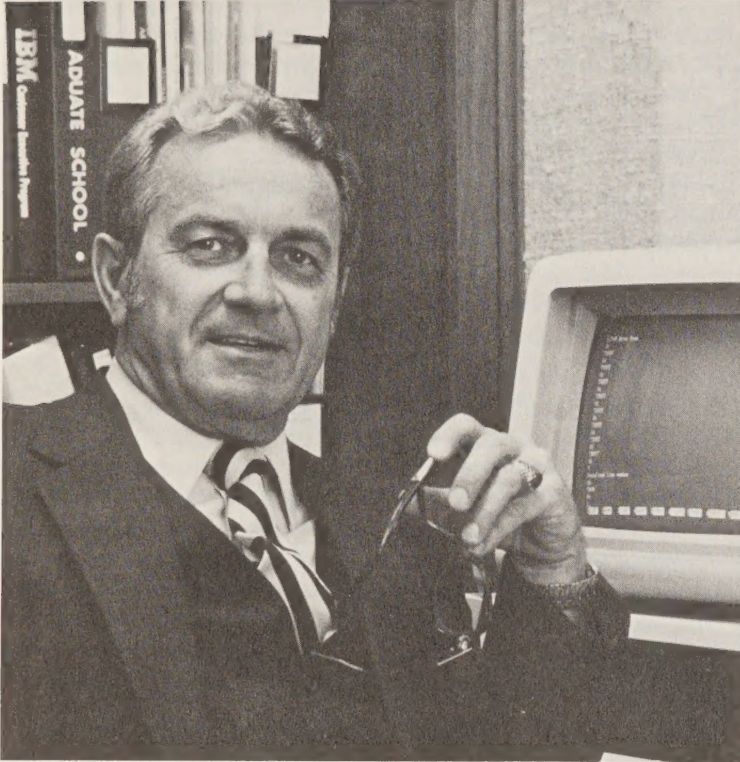


Donald J. Senese
Assistant Secretary for
Educational Research and Improvement
U.S. Department of Education



Patricia R. Sheikh
Agricultural Economist
Foreign Agricultural Service
U.S. Department of Agriculture

Report of the Director



Dr. Edmund N. Fulker.

The past year has again been one of rapid change and record growth in services and accomplishments for the school.

For the first time we have appointed a committee of Congressional staff members to help plan, staff, conduct and evaluate continuing education and training activities for employees of the legislative branch of our Federal government. While over the years we have offered courses like Congressional Procedures for the staffs of Congressmen and women, this is the first time a Congressional Staff Advisory Committee has been appointed. It is chaired by Hyde Murray, counsel to Robert Michel, minority leader, House of Representatives. Hyde and his wife have taken Graduate School courses over the years and want to help others benefit as they did. Hyde has assembled a top notch committee to help him. This committee and all others are listed in our new catalog.

In an effort to help develop the Graduate School curriculum for the information age, a new Information Resources Management committee has been appointed. The committee includes people from government who have expertise in this evolving field. The committee is chaired by Al Linden, Congressional Research Service.

The General Administration Board under the leadership of Chairman Ray Lett took a very active interest in the Graduate School and its services. Accomplishments included a consolidation of all previous Secretary's Regulations governing the Graduate School into one document which included recommendations for the Secretary. In March 1984 the new Regulations were accepted and signed by Secretary John R. Block.

The Board then updated the Bylaws to conform with the new Regulations.

For the first time in the history of the school, an executive committee was formed to act for the full board on urgent matters. The Executive Committee is composed of the chairs of three board committees — one on the **Future of the Graduate School** — a second on **Programs and Evaluation** — a third on **Personnel and Finance**. The Executive Committee met three times to better understand the current programs and activities of the school so as to provide better policy leadership.

The Board also requested an opinion from the General Accounting Office to clarify the school's unique and historic relationships both to USDA and other government agencies. This was stimulated by a whistle blower complaint that "the Graduate School is costing taxpayers millions of dollars."

The USDA Inspector General has been investigating and studying the Graduate School for the first time in the school's 64 years of service. The I.G.'s questions have helped us uncover internal control weaknesses and vulnerabilities which are being addressed, especially in travel and procurement policies and procedures needing increased controls.

While the Board employs an outside audit firm each year for financial audit, program and management improvements are being explored with the help of the I.G. team and the internal controls staff of the USDA Office of Assistant Secretary for Administration.

To help bring about greater internal control over administrative functions, all business and program support functions have been consolidated under a new Director of Administration, Dr. Phil Hudson.

In addition, all learning programs and training services are being consolidated under a new Deputy Director and Director of Learning and Training Services. Dr. Dee Henderson, former Assistant Director of the School, was recently reappointed to assist the Director in managing this growing and more complex institution.

Historically we have kept our full-time staff small and maintained as "flat" and as simple an organizational structure as possible.

In 1977, we had a Director, a Deputy Director and an Assistant Director. Today's new structure includes a Director, and a Deputy Director, who also coordinates all learning, instructional and training services, delivered by Directors of the Evening and Individualized Learning Programs, Auditor Training Programs, International, Career Planning and Development and Special Programs.

In August of 1983, the Graduate School took delivery of its first mini computer — an IBM Systems 38. We invested the previous year in studying our needs and in the design of an integrated on-line information system for the whole school. Heretofore outside services bureaus were used for accounting and financial data; USDA's Washington Computer Center was used for registration and student data. Mailing lists were brought in-house from "mail houses" to our own mini computer. With terminals in South Agriculture Offices and Capital Gallery Offices, our mini is now linked for electronic communication between buildings.

During the coming year we should benefit from better, faster and more timely management data for decision making, efficiency, effectiveness and greater productivity. I want to thank all of you for another record year of contributions to better government and a better quality of life through continuing education and training.

For the second consecutive year, **Career Planning and Development Programs**

(CP&D) experienced a banner year. Enrollments increased this year by more than 90 percent (from 5,688 to more than 10,000). A significant proportion of this increase can be attributed to three activities: the training assistance provided to the Social Security Administration (approximately 2,400 enrollments); the assignment of several curriculums to CP&D (as a result of a Graduate School reorganization of August 1, 1983) and subsequent program promotional efforts; the continued development of and the Federal community's recognition of the program's Computer Science training capability.

Among the numerous Federal government agencies served by CP&D were: the Department of Agriculture, the Executive Office of the President, the Department of Education, the Library of Congress, EPA, DOT, IRS, and the EEOC. Through CP&D, the Graduate School continued its sponsorship of the following government-wide networks of information and computer users:

IRAC — Information Resources Administration Councils

AFCU — Association of Federal Computer Users
(formerly Federal ADP Users Group —
FADPUG)

Teleconferencing Council

These groups consist of more than 6,000 individuals who meet with their counterparts in other agencies to keep each other informed and to learn new developments in their fields of specialization.

In fiscal year 1983-84, the **Computer Science** area performed well with overall enrollments and income both increasing by about 20 percent. Our open enrollment curriculum is solid; the 11-week Computer Programmer curriculum has run repeatedly and our third microcomputer lab has opened.

The previous year (fiscal year 1982-83), open enrollment registrations for Computer Science courses nearly tripled (356 to 1,026). This year's open enrollment (946) held close to last year's enrollment. Contract Computer Science training roughly doubled (461 to 888 excluding the more than 2,400 enrollments generated at the Social Security Administration project this year).

This is the first year that the **Information Resources Management (IRM)** program has been under CP&D. The actual program curriculum has been under development for three years. The program is continuously evolving to meet the needs of this rapidly developing area. The enrollments in the IRM Certificate Program are steadily increasing, with approximately 145 now enrolled. This year the first IRM certificate was awarded; to-date, four certificates have been awarded.

As a result of the Graduate School reorganization of August, 1983, CP&D's **Communication Curriculum** was strengthened by the consolidation of the daytime communications training responsibility to this program. The communications area had 678 enrollments through open enrollment offerings and 922 enrollments through contract training activities.

The secretarial work force within the Federal government continues to represent one of the larger proportions of the workforce, yet it is not reflected in training numbers for **Secretarial Studies**. Open enrollment participation decreased from 704 during FY '82-83 to 573 this year. Contract training participation increased this year to 509 from 394 the previous year.

Open enrollment registrations for **Procurement, Contract Administration & Property Management** dropped this year (from 496 to 309) while contract enrollments increased slightly (from 423 to 442). Most of the contract activity centered around A-76, the new "Federal Acquisition Regulation (FAR)" programs. As a result of the August, 1983 reorganization, several large projects were transferred from this program.

Personnel, EEO, and Paralegal Studies each experienced marginal activity. It should be noted that within each area there were "bright spot courses."

During the year, the Graduate School continued to sponsor **IRAC, AFCU, and The Teleconferencing Group** in the continued spirit of providing an informal forum for Federal employees to network among themselves with the hope that "government" and their service to government would be enhanced as a result of information exchanges both formal and informal. Monthly meetings were held at various locations throughout the area. Seminars such as the following were sponsored: ADP Security Conference; Microcomputer Software Seminar; and the Federal Office Systems Exposition Conference (the conference was co-sponsored).

The Graduate School through CP&D provided technical training assistance to the **Social Security Administration (SSA)** in devising a technical training program that complements ongoing improvements in software development methodologies, technology, and the ongoing operations of SSA computer systems. In the course of the year, a training facility was established to support the training effort and in the last 12 months, more than 2,400 enrollments were recorded. This year marks the completion of our second year in a projected five-year effort.

CP&D received additional support from the school's administration through the provision of greatly needed additional classrooms and administrative office space. In the South Agriculture Building classroom space was relocated from the sixth floor to areas on the first floor, providing greater visibility. Also, a microcomputer lab, which initially will be oriented toward end-user training, was established.



USDA officials toured the new microcomputer lab in the South Building during a June Open House.

Evening Programs offers a wide range of courses designed to provide participants preparation for new careers, to continue their professional development, or pursue personal interests. Courses include job training, academic subjects, leisure, and special studies. Participants may also work toward a Certificate of Accomplishment.

This year the program recorded 14,511 enrollments, with computer sciences accounting for 21 percent of the total, followed by foreign languages with 16 percent, and accounting and financial management with 7 percent.

A third ten-unit microcomputer lab was installed in the South Agriculture Building. This will permit even more hands-on training for 1984-85 by allowing us to provide training on popular microcomputer software packages — dBASE II, LOTUS 1-2-3, WordStar, and spreadsheet applications on IBM personal computers.

New course development is an ongoing activity for Evening Programs. With the help of the curriculum advisory committees we have added more than 50 new courses in many subject matter areas, with eight new courses in computer sciences and nine ones in foreign languages.

Curriculum reviews by the subject-matter area committees have proven effective with higher levels of activity in several Certificates of Accomplishment areas. The Editing Committee, in particular, has redesigned its certificate using a modular approach offering three “mini” certificates. There has been an increase from fifty-eight to eighty-two in the number of certificates awarded this year. Computer sciences leads the list followed by law and paralegal studies and personnel administration.

A change in the administrative functions has combined the Information Technology Center, Individual Learning Center, and the Correspondence Study Programs to form the Evening and Individual Learning Programs.

The **Individual Learning Center** offers more than 100 self-paced, programmed courses. These courses are designed for individuals at all career levels and are taught using a variety of instructional media which includes microcomputers, interactive videodisc and videotape.

The center recently moved from the sixth floor of the South Agriculture Building to the first floor, thereby increasing the center's visibility.

Enrollments are up four percent, with computer sciences accounting for 48 percent of all registrations. Computer-assisted course registrations accounted for 18 percent. Twenty-one percent of all computer science registrations were computer-assisted or used the computer in some part of the course.

The center is introducing a wider range of courses using state-of-the-art technology. Computer-assisted instruction has increased and will be expanded with the addition of LOTUS 1-2-3, Introduction to IBM PC, Multimate word processing, and Multiplan. The ILC also provides UNIX Overview, UNIX Fundamentals, and “C” programming language using the interactive videodisc system.

Home study courses are offered for persons who cannot attend formal classes or who choose to study with the flexibility correspondence instruction offers. **Correspondence Study** Programs had another good year with 2,142 new registrations, a 13 percent increase from last year.

Of the 90 available courses, six new ones were added this year: “Basic Concepts of Data Processing;” “Introduction to Computer Programming;” “Spelling and Capitalization;” “Nouns, Pronouns, Adjectives and Adverbs;” “Verb Tenses;” and “Introduction to Property Management.”

As is usual for Correspondence Study Programs, accounting courses led the way in registration by a big majority (28 percent of the total registrations), followed again by English, writing, and editing; sciences and engineering; and mathematics and statistics.

Last year we were developing a series of courses in basic English skills and have completed three more in this series of six. As an enhancement to this series, we have added to the “Punctuation” course a computer aided learning component which will run on several microcomputers. This will provide computer-presented instruction; an opportunity to work problems and receive immediate feedback; reinforce learning by repeated use of a particular procedure, application, exercise, or other routine; and provide additional instruction for incorrect responses. This learning disk is an option and is used in conjunction with the written materials provided as regular part of the course.

In mid 1984, the Correspondence Study Programs offices moved from the Capital Gallery facility back to the South Agriculture Building, Room 1404.

The **Information Technology Center** (ITC) is operated by the Graduate School for agencies and employees of the Department of Agriculture. It is designed to provide training, to act as a clearing house for information, and as a showcase for computer equipment and software applications.

This year has been one of rapid growth for the USDA Information Technology Center. As the demand increased, services expanded to meet the need. Ten formal classes were added to the curriculum, including hands-on training for software packages. The ITC conducted 150 classes (both hands-on and lecture), and answered more than 2,000 requests for assistance. An estimated 200 software packages, 43 video tapes and 40 books have been acquired for USDA employee review. In addition, more than 40 vendors have had the opportunity to showcase their products through the center. In May, the center moved from 600 Maryland Avenue to its permanent facility in the South Building.

During the year, the ITC worked with many USDA agency and staff offices. The center designed, developed, and conducted a series of “custom” classes for more than ten different agencies, and supported a Soil Conservation Service pilot project to train field personnel in microcomputer concepts. The ITC provided assistance to the Agricultural Stabilization and Conservation Service, Agricultural Research Service and Foreign Agricultural Service in setting up their own Information Centers. In addition, they coordinated the “Computers in Rural Governments Conference” for USDA agencies.

During the 1983-84 fiscal year **Interagency Auditor Training Programs**

(IATP) trained 4,830 Federal, state, local, and foreign auditors at 37 locations in the United States. The participants trained represent a 10 percent increase over the previous fiscal year.

IATP continued to operate field training sites at San Diego, Honolulu and Norfolk. New field training sites are being developed for Jacksonville and San Francisco. These sites, generally located at Department of Defense installations, provide training opportunities at less cost and encourage participation in the selection of courses by local officials.

IATP added four microcomputer courses to its curriculum during the fiscal year: "Microcomputer Skills for Auditors and Investigators," "Advanced Microcomputer Skills," "Effective Presentations Using Graphics and Schedules," and "Microcomputer Skills for Executives." These courses were developed by the Computer Audit Committee of the President's Council on Integrity and Efficiency chaired by The Honorable June Brown, Inspector General, National Aeronautics and Space Administration. Two new courses, "Maximizing Auditor Productivity Through Microcomputers" and "Financial and Audit Activities using Lotus 1-2-3," developed by IATP, will be offered in the next fiscal year.

During the fiscal year IATP developed a special course, not offered elsewhere, on "Data Communications and Electronic Funds Transfer" for the auditors and investigators of the Office of Inspector General, U.S. Department of Agriculture. Upon completion of the training of USDA personnel, IATP plans to offer the course nationwide to all Federal, state, and local auditors and investigators.

IATP continues to offer a "Certified Internal Auditor Examination Review" course in response to many requests from the government audit community and the local chapter of the Institute of Internal Auditors. The course is offered twice a year on nine consecutive Saturdays prior to the CIA examination administered by the Institute of Internal Auditors.

IATP provided contractual services to many Federal, state, local, and foreign government audit organizations. They include the Kingdom of Saudi Arabia, State Department, Department of Agriculture, state of Alabama, Defense Logistics Agency, city of Austin, Texas, and the Department of the Navy. Most of the courses were tailored to meet the specific training needs of the organizations.

To maintain its awareness of audit training needs, IATP staff attended many conferences and meetings including national and regional intergovernmental audit forum meetings, the Association of Government Accountants Professional Development conference, and the quarterly meetings of the Federal Audit Executive Council. The director of IATP spoke on "Professional Development Programs — Increasing Your Value to Your Organization and to Yourself" at the fourth annual Colloquium on Internal Auditing in government cosponsored by the Institute of Internal Auditors, Inc., and Georgetown University.

IATP trains auditors and investigators in their GRiD microcomputer lab.



Development was the theme of **International Programs** this past year.

Three major training programs for **International Participants** were initiated in Washington this year. First, 50 Korean English language teachers joined us for a six-week intensive teacher training institute, sponsored by the U.S. Department of Education and the Korean Ministry of Education. Second, 36 Egyptian officials took part in a three-month course on rural development management which included both classroom training and field visits in the U.S. and abroad. Finally, 20 Saudi Arabian government auditors began a year of intensive English study, to be followed by a year of coursework and internships in government auditing.

Our foreign language and English-as-a-second language training programs continued to grow. We designed and offered individual and group instruction for several government agencies. In addition, Lunchtime Language lessons attracted more open enrollments.

We assisted the Department of Defense Dependents Schools by organizing eight training workshops for their overseas teachers and administrators who were on home leave.

Finally, the International Management Development Program had its best year ever, with 31 participants coming to us from 17 countries. This year's mixture of classes and field experiences was extremely well received by the group and highly praised by their international sponsoring agencies, which include the U.N. Food and Agriculture Organization.

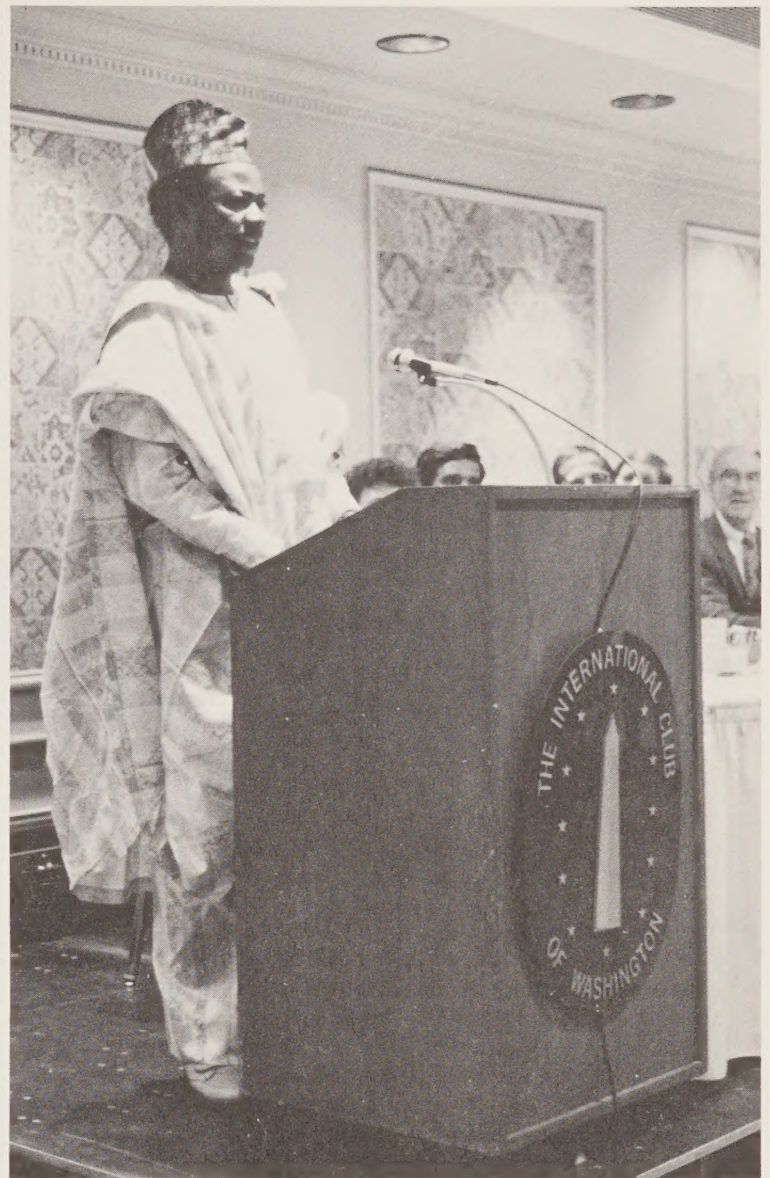
Programming Activities of the International Programs have continued to grow and prosper. Outstanding programs and itineraries have been designed and implemented by experienced program officers for special guests of the U.S. government, international visitors and students from all over the world. Among this year's visitors for whom we prepared programs were numerous deans from international universities; members of Parliament from New Zealand and a National Assembly member from France; the First Vice President of Zaire's National Assembly; the Minister of Information from Rwanda and the Deputy Prime Minister from Tuvalu.

Program emphasis varies from short-term to academic and observational training programs. Last year there were approximately 270 international visitors programmed by the International Programs Staff, one of whom was named "Program Officer of the Year" by the National Council for International Visitors.

Significant new **Technical Training Programs for Emerging Nations** were offered for the U.S. Agency for International Development (AID). A state-of-the-art, multimedia course for small farmers was produced by International Programs for worldwide distribution to AID missions. A forestry workshop was offered in Bangkok, also for the Office of Rural Development.

We are developing three projects for the AID Office of Education: Training for Employment, Developing Training Materials, and Radio/Television Education. For the Office of Agriculture we are providing technical programming of Indian scientists and agronomists and grain storage seminars in the Caribbean.

We developed a guidebook on Free Trade Zones for AID's Bureau of Private Enterprise and assisted the Latin America Bureau with three programs under the Reagan Administration's Caribbean Basin Initiative. Finally, we helped create a new research capability in the Development Information and Utilization office. It was a boom year for our work with AID.



A graduate of the International Management Development Program, Emmanuel Adewami of Nigeria, gave the student address during a reception at the International Club of Washington.

Special Programs continues to provide training for executives, managers, and supervisors in the Federal government. It serves as a communications link for thousands of government employees through tailored agency training and open-enrollment courses. This fiscal year, enrollment increased by more than 60 percent (41,000 to 68,000). We have accelerated in growth and sophistication, keeping pace with the training profession itself.

Many agencies turned to Special Programs for the acquisition of new skills and competencies to meet their current work-related responsibilities. Specifically, Special Programs worked with Federal agencies to provide assistance and services in training needs assessments; program design, development, and evaluation; executive, managerial, and supervisory training; and technical assistance.

Special Programs continues to offer supervisory and management programs to help Federal employees function more effectively in a changing environment. During the past year, individuals have had excellent opportunity to update knowledge with new skills and competencies for their managerial roles. New open enrollment courses developed this year include: "Negotiating Effective Work Relationships;" "Interactive Planning for Managers;" "Managing in a High-Tech World;" "Solving Problems and Implementing Change;" "Planning and Leading Meetings, a Guide for Managers;" and the "Mid-Executive Career Development Program."

As a result of open enrollment offerings, many agencies have requested services for similar and customized training. This year agencies have included: the U.S. Office of Management and Budget; National Science Foundation; Social Security Administration; Smithsonian Institution; Defense Communication Agency; General Services Administration; and Statistical Reporting Service, USDA.

As a service to those students who have enrolled in our management classes and to those agencies who have used our management courses, we have provided a network of problem-solving ideas to management problems and articles on management issues in a quarterly newsletter, "Continuing the Process."

Agreements for training and assistance are ongoing with the Department of Education and Department of Transportation; Federal Aviation Administration; U.S. Customs; Small Business Administration; Veterans Administration, Immigration and Naturalization Service; Bureau of Labor Statistics; Federal Emergency Management Agency; and the Executive Office of the President.

In an agreement between the Nuclear Regulatory Commission and Special Programs the Graduate School has designed and developed its second Information Technology Center and microcomputer training center — model facilities offering information and training on the latest in applied computer technology.

Support agreements with the Department of the Army have allowed Special Programs to continue to stay ahead of the training development demands of tomorrow by designing and conducting highly specialized computer terminal training for employees world-wide. State-of-the-art training technology is utilized using unique text and graphics training aids, materials and presentations for application know-how, and terminal transaction retention and memory formation.

Management and Support Functions

During the year Dr. Edmund Fulker reorganized **Administrative Departments** in an effort to streamline reporting and better coordinate support functions.

Dr. Philip Hudson was appointed Director of Administration, a reorganization which pulled Business Office, Registrar, Data Processing and Human Resources functions together. Through the **Human Resources Department** improved personnel services were provided to program areas, especially in the recruiting and screening of entry level positions. During the fiscal year, full-time personnel increased from 205 to approximately 275. Faculty development workshops were conducted in Fall, Winter and Spring, and a one-day conference held in September.

Business Office activity is up 65 percent compared to last year. Government agencies are increasingly utilizing the Graduate School for special project activities.

Everyone in the Business Office has been hard at work installing our new system 38 J.D. Edwards financial systems. The project is nearly complete and we all are looking forward to the new system.

The challenges associated with keeping pace with rapid growth, installing new financial systems, and involvement with special one time type projects has made this year more challenging than most; however, with a very hard working and dedicated staff in the Business Office a great deal has been accomplished during this past year.

The Graduate School's **Bookstore** moved to Room 1410 of the South Agriculture Building where it has more room for display items. Jacob Wormley, the manager, continues to do an excellent job managing the Bookstore.

In fiscal year 1982-83 the School established a **Data Processing Department**, which was a major step forward for the school's administrative support systems. A needs analysis, request for proposal, and selection process had been completed in the previous year. As a result, an IBM System 38 minicomputer was installed in August 1983. Matthew Peev was hired as the Data Processing Manager.

During the year, 28 terminals and six printers were acquired, (including three IBM PCs which can be used as terminals). A communication line was established from Capital Gallery to the South Agriculture Building. The major software package—the financial system—was purchased and installed in August 1983. Modification to the package and a companion package for student billing were developed. A registration package was developed using consultant programmers. Other



Faculty member Dave Bussey welcomed colleagues to the 1983 Faculty Development Conference.

purchased packages provided word processing and spreadsheet capability. A mailing system and several small systems were developed in-house.

Many employees throughout the school were involved in training to use the new computer capability. Training sessions were conducted by staff in word processing, spreadsheet, mailing system and DFU/QUERY. External sources were used to supplement training in financial packages and basic computer concepts.

Data processing is becoming an important tool for Graduate School management decision, and for improved staff performance of routine duties. We are looking forward to actual implementation and use of all major systems before the end of calendar 1984.

This year was filled with exciting challenges and changes for the **Registrar & Management Information Services Office**. In June 1984, the office moved to Room 1103 in the South Agriculture Building.

Enrollments continued to increase and the demand for services likewise. From our request for proposal results during 1982-83, the school decided to have the software for the registration and records system developed by the Dixel Corporation. This action required a great deal of staff time to insure that the design of the system was expressed through its software development. Walter Grabner of Dixel and Carolyn Fisher, Registrar and Management Information Services Officer, spent many hours refining the design and testing the programs to insure that they were integrated correctly to the data base.

That was achieved and the training and implementation process of New Registration and Records System (NRRS) is under way. NRRS will create improved service systems within the school. Registration will be done school-wide by the Registrar's Office, with data entry taking place daily.

The program areas will be able to eliminate the registration paperwork processing done by its program assistants and, through NRRS, concentrate on the inputting of data such as new faculty information, course descriptions, scheduling, and marketing. The program areas will have access to the registration information entered by the Registrar's Office and the system will accumulate statistics by course and subject area. The faculty will receive up-to-the-minute class roster information and 100 percent accurate final grade rosters. NRRS will generate building passes, security lists, rosters, grade reports and transcripts from its data base.

There will not be long registration lines because the "system is down" during registration, because NRRS was developed to be a "behind the scenes Hal 2000." Evening Program's students will continue to be able to register in 12 or 15 minutes on their lunch hours. Their information will be entered into NRRS within one hour of their registration.

In the near future, the Registrar's Office Head will take registrations 24 hours a day, seven days a week, by credit card and daily walk ins. The Registrar's Office of 1990 will be using a computerized voice/response registration system with electronic transfer of funds and purchase order numbers to our Business Office accounting system.

In addition to NRRS activities, we have begun the process of A-123 and started to examine areas within the office which need further internal controls. We have also identified school-wide areas that need internal control review.

By the nature of our business, we have met the requirements of the Paperwork Reduction Act by microfiching all documents that have to be maintained. We implemented our policy on Retention of Records.

In the area of conversion from the old registration and records system to NRRS, the process of insuring the accuracy of grade information to be transferred to the new system for Evening Programs from 1976 to present is 90 percent complete. The actual loading of the data to NRRS is scheduled for October.

We also assisted with the evaluation of our courses by collecting and producing the statistical analysis reports on the course evaluations provided by our students from the Winter quarter of 1983 to present.

As we continue to grow, we see the NRRS helping us service the students with a higher degree of accuracy and speed, improving reporting to the programs and the Director, and assisting with trend analysis and projections.

During the year, the **Office of Information and Public Affairs** continued and expanded upon

many of the successful promotion strategies from prior years.

The cooperative advertising effort with Washington Metropolitan Area Transit Authority was continued in the fall of 1983. Bus display posters and "take one" flyers resulted in more than 1,300 responses expressing interest in Graduate School courses. The METRO promotion has also been continued for fall 1984.

The reconfiguration of the school catalog, just begun at this time last year, was completed successfully. In addition to one large comprehensive catalog, course information was made available in 13 curriculum modules. This breakout by subject area resulted in a cost savings in printing and made it easier to respond to specific requests for course information. The module concept is now in its second year of implementation.

A slide-tape program explaining the school was completed and has met with wide usage and acceptance. Videotape versions are available for field locations.

Throughout the year, work continued on streamlining the mailing lists. The direct mail list was brought "in house" to the school's own computer system. Many speciality and media lists were added to the data base. It now is possible to produce mailing labels in house on request. The response time for corrections or deletions has been reduced from weeks to hours.

Increased efforts were made to expand media coverage concerning Graduate School activities. The school has been successful in increasing the amount of calendar notices in both daily and weekly publications. In May the school was the subject of a feature in the Washington Post educational section (following a similar positive story in the New York Times last year). The school also participated in a joint educational advertising section of the Post, which resulted in the addition of 300 names to the direct mail list.

The Information Office expanded its services to program areas by the design and production of several specialized flyers, preparation of vu-graphs and other instructional materials and by providing editorial services for several contract organizations. In an effort to minimize production costs, several publications and design services were brought under annual contracts.

Accounting Technician

Sylvia L. Thomas

Administrative Procedures

Marie L. Dauharrey

Advanced Accounting

Richard L. Bennett
Bruno D. Boma
Mattie E. Dawkins
David Perkins

Computer Programming

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Pranee Arayavilaiphong	Eligio V. Litorja
Edwinna B. Albergottie	Mary Lu
Gary A. Balthrop	John S. Majoras
Charles E. Bartley	Stephen R. Mapp
Thomas M. Beall	Daniel M. McCreary
Esther M. Bolding	Fay B. McKinley
John Boon	Timothy C. McNair
Marcia A. Cameron	Frank C. Mitko
Jeffrey I. Cohen	William T. Moersen
Susan E. Collins	Donald Moushegian
Marjorie F. Cooley	Barbara R. Nein
John Costa	Issa N'Dour
Elizabeth T. DeCarvalho	Sharon R. Page
Maria D. Delgado	Poonsook Pantitanonta
Ellen E. Dobson	William S. Peratino
Arline W. Easley	Kiva V. Pope
Kaaren W. Gaines	P. Hamilton Rumbaugh
Monica Ginting	Andrew Sciora
Warren A. Graham	Wade Scott
Anthony G. Griffith	Gonzalo Sievert
Fabio L. Griffo	Laura Silvers
Johanna Charamonte-Gruccio	Luksianti N. Soedibjo
Elizabeth Hale	Jaiserry Soogrim Singh
Paavo L. Hantson	Peter R. Sorock
Deloris L. Hauther	Charles F. Speorl
Hassine Hedda	Victoria P. Thomas
H. Leigh Houck	Maritess T. Trinidad
Sheila Y. Jackson	Elizabeth J. Wiggans
Ellen Kalmanoff	Delores K. Whitcomb
Weber S. Lauh	James L. Yarnell

Computer Science Management

Haven C. Tipps

Editorial Practices

Sharon R. Edwards
Patricia A. Kelley

Executive Secretaries/ Administrative Assistants

Elizabeth T. Hopkins

Graphic Arts

Jane L. Godfrey

Certificate of Accomplishment Recipients, 1983-84

Horticulture

James A. Stewart
Milton E. Vick

Information Resources Management

Maynard Binge
Gladys Dates
Jane Grimes
Marian Irwin
Helen Shuford
John Staley
Cathy Zicki

Library Technology

Myra D. Lalley

Natural History Field Studies

Victor Muller

Paralegal Studies

Jacqueline P. Alexander
Ma. Charissa Belleza
Marva L. Brown
Frank E. Bryant
Carolyn Byrd
Yvette C. Lewis-Byrd
Genevieve Galbreath
Craig P. Hannon
Robert L. Matthews
Lolita A. McIntosh
Jestine McCall
DeGeta A. Thompson
Vera E. Vaughn
Deon A. Walker
Margaret A. Wilson

Personnel Administration

Frieda K. Carr
Brenda B. Dowell
Shurward Ingram
Princetta M. Roane

Photography

Elsa A. Ramirez

Procurement

Barbara S. Hair

Systems Analysis & Design

Anjali Y. Kulkarni
Yeshwant G. Kulkarni

Captain Grace Hopper, USNR, computer industry pioneer, addressed more than 600 faculty, staff, and friends of the

Graduate School who attended the **1983**
Annual Faculty Reception.

The audience enjoyed Hopper's views on innovation: "When thinking about action for change, if it makes sense, do it! Don't ask, just do it. You will find that on many occasions it is much easier to apologize than to get permission. The saddest words that can be spoken in the computer industry are 'But we've always done it that way.'"

The reception held at the Smithsonian's Museum of Natural History honored those who made significant contributions to the school. Recipients of the President's Award included: Ben Osborne and Dottie Beck, for their contribution to the natural history field studies program; Joseph Robertson, former chairman of the Graduate School Board; and Margaret Brown, former assistant to the director. One person was recognized for 35 years of service to the school, four for 25 years, and 10 for 15 years.

**Captain Grace Hopper, USNR,
was the keynote speaker at the
1983 Annual Faculty
Reception.**



Advisory Committees and Chairs

Academic Departmental Committees

Administration and Management, **Charles Bingman**,
National Academy of Public Administration

Arts and Humanities, **Len Oliver**,
Oliver Associates

Computer Sciences, **Arthur Devlin**,
U.S. Department of Agriculture

Editing, **H. Nelson Fitton**,
U.S. Department of Agriculture

English and Communication Skills, **John Bals**,
Navy

Field Studies and Horticulture, **Ben Osborn**,
U.S. Department of Agriculture—ret.

Financial Management and Accounting,
Susumu Uyeda, Joint Financial Management
Improvement Program

Foreign Languages, **Charles von Luttichau**,
Army

Graphic Arts, **George Baka**,
U.S. Department of Agriculture

Information Resources Management, **Al Linden**,
Library of Congress

Law and Paralegal Studies, **David Reich**,
Office of Personnel Management

Library Technology, **Joseph Howard**,
U.S. Department of Agriculture

Mass Communications, **Claude Gifford**,
U.S. Department of Agriculture

Mathematics and Statistics, **Barbara Bailar**,
Bureau of Census

Personnel Administration, **Anthony Hudson**,
Defense Logistics

Photography, **Verlin Yamamoto**,
Veteran's Administration

Procurement and Property Management,
Philip Read
General Services Administration

Safety and Health, **Gerald W. Oakley**,
U.S. Department of Agriculture

Sciences and Engineering, **Eric B. Sheinin**,
Department of Health and Human Services

Secretarial Studies, **Linda Magone**,
U.S. Department of Agriculture

Social and Behavioral Sciences, **John Lee, Jr.**,
U.S. Department of Agriculture

Program Committees

Career Planning and Development Programs,
Bonnie Muller,
Department of Treasury

Correspondence Study Programs, **Sheldon Chazin**,
Ernst & Whinney

Interagency Auditor Training Programs,
Anthony Gabriel,
U.S. Department of Agriculture

International Programs, **Joan Wallace**,
U.S. Department of Agriculture

Special Programs, **Charles E. Weithoner**,
Federal Aviation Administration

Administrative Committees

Academic Excellence, **Alicia Coro**,
Department of Education

Congressional Staff, **Hyde Murray**,
U.S. House of Representatives

Financial Management, **John Carson**,
U.S. Department of Agriculture

Information and Public Affairs, **Victor Keay**,
Department of Energy

Management Information Services, **Jerome Miles**,
U.S. Department of Agriculture

Publications, **Peter A. Smith**,
Peter Smith Associates

Scholarship, **John Holden**,
Beacon College

Student Advisory, **Rod Lyles**,
Department of Transportation

Affiliate Advisory Organizations
AFCU, **Al Lagnemmo**,
General Services Administration

Federal Teleconferencing Council, **Jack Streb**,
Department of Health and Human Services

IRAC, **Elizabeth Zaic**,
Small Business Administration

Information Technology Center, **Glenn Haney**,
U.S. Department of Agriculture

Service Awards for Faculty, Committee and Staff

15 years

Arthur Devlin
Norma Harwood
Thomas J. Mierzwa
Eugenia Wheeler

25 years

Marie A. Dolan
Mathilda P. Schlicht

40 years

Julius Silverstein

Total Yearly Course Registrations by Program

Program	1979-80	1980-81	1981-82	1982-83	83-84
Evening Programs	14,514	16,053	14,523	15,649	14,511
Institute of Lifetime Learning	864	789	249**		—
Career Planning and Development Programs	4,687	4,730	4,331	5,688	10,084
Correspondence Programs	1,339	1,550	2,108	1,870	2,141
Interagency Auditor Training Programs	3,240	3,734	3,600	4,089	4,510
International Programs	3,240	2,783	2,559	3,290	4,700
Special Programs	11,050	18,721	19,596	41,305†	64,027
Tech Center	—	—	—	—	1,937
ILC	—	—	—	—	484
Total	38,934	48,360	46,966	71,891	102,394

*First and partial year

**Transferred to YWCA of D.C.

†Includes over 37,000 contract enrollments, mostly at Army bases



Dee W. Henderson, Deputy
Director and Director of
Learning and Training
Services.

Dee W. Henderson has been appointed **Deputy Director and Director of Learning and Training Services**

for the Graduate School, USDA. Henderson served at the Graduate School from 1964 until 1976, prior to accepting a faculty position at Brigham Young University.

Assistant director during the administration of Dr. John B. Holden, Henderson first joined the Graduate School as the director of the Center for Modern Learning Technology, the forerunner to the school's Individual Learning Center. He subsequently served as assistant head and then head of Special Programs before being named assistant director.

Prior to rejoining the Graduate School, Henderson was professor of public management and organization development at the Graduate School of Management, Brigham Young University. He was also chairman of the State of Utah Board of Youth Corrections.

Recipient of many awards and honors for his work in education and public administration, Henderson received the 1984 Exxon Excellence in Teaching Award from Brigham Young University. He is author of numerous management publications, most recently a chapter titled "Professional Skill Development: A Model That Works" in the **Professional Development Handbook, 1983**. A member of the American Society for Public Administration, he is past president of the central Utah chapter.

Henderson received a Ph.D. in government and public administration from American University, and masters degrees in public administration and education from Brigham Young University.

School-wide Goals for 1984-85

- To select and implement research and development designed to anticipate and meet emerging USDA and client needs.
- To continue to strengthen internal management controls and implement priority recommendations from the study by the Inspector General.
- To continue to strengthen open enrollments with particular emphasis on USDA employees.
- To develop a three to five year strategic plan for the Graduate School.
- To begin planning for the 65th Anniversary of the Graduate School, 1986-87.



**Graduate
School, USDA**

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